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22 March 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : 22 March 1971, Progress Report, Overview History

1. The Overview History is now moving out of the 1951-1955 period - a crucial period which I have named "The Formative Years" - into the time of quiet after the storm which I am calling "The Holding Period, 1955-1957." It was a curious outcome with the Personnel Office reaching a low point in prestige despite the creditable job it had done in building up the Agency quantitatively, in organizing the basic personnel functions of Recruitment, Placement and Classification, and in serving as the work horse for the Career Program. There was no single cause or determinant for this outcome. It was a combination of factors, mostly in the leadership area, such items as the unfortunate choices for and the uncertain role of the Assistant Director, Personnel job, divided authority, the communication gap between the personnel technicians and the authorities, all of this against the background of the persistent drive for covert administrative autonomy.

2. The two interviews with Colonel White were invaluable in establishing reasons why things were done, or not done, particularly the latter. I have woven them into (mostly as source references and notes) the one hundred and twenty pages of narrative (triple spaced) that I have now completed.

3. April 1 will be the six months mark on the project. I intend to move ahead chronologically through the Stewart and Echols regimes and then come back to the substantive chapters; namely, "The Island in the Sea of Government" and "Fitting the Man to the Job" as time permits. The overview treatment of benefits and services to be entitled, "Administering to the Human Side" will be discussed with [REDACTED] as to who does it or whether it will be done for that matter. I would like to save a couple of months for the final chapter on "Changing Patterns of Personnel Administration, Where do we go From Here," and for the compilation of an annotated bibliography of "Key Documents of Personnel Administration in the CIA."

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*Tape Library Growing as shown on
attached listing.*

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Oral History Project

Tape Index

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Tape 1 - Interview, William J. Kelly, 10 November 1970. Subject: SSU/
CIG Pers/Admin.

Tape 2 - Interview, William J. Kelly, 12 November 1970. Subject: Early
CIA Pers/Admin., Lt General Vandenberg, June 1946 - May 1947 and
ADM Hillenkoetter, May 1947 - October 1950.

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Tape 3 - Interview, William J. Kelly, 13 November 1970. Subject: Impact on Pers/Admin., December 1950 - July 1951.

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Tape 4 - Interview, , 23 December 1970. Subject:
Clandestine Services Career Board, 1952 - 1960.

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Tape 5 - Interview, , 12 January 1971. Subject: Position
Classification and Related Matters, 1952 - 1960.

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Tape 6 - Interview, George E. Maloon, 21 January 1971. Subject: Pers/
Admin prior to 1951.

Tape 7 - Interview, George E. Maloon, 22 January 1971. Subject: Pers/
Admin 1951 - 1955 as seen by Personnel Director.

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Tape 8 - Interview, , 19 February 1971. Subject:
Personnel Office, March 1951 - 1957.

Tape 9 - Interview, Lawrence K. White, 5 March 1971. Subject: The
AD/Pers, The Personnel Director and The Office of Personnel,
1952 - 1955.

Tape 10 - Interview, Lawrence K. White, 5 March 1971. Subject: Problems
of Pers Admin 1955 and subsequent.

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